DTA HELP DESK MANUAL

FOR

DTS-LIMITED

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PURPOSE OF THIS MANUAL

The purpose of this manual is to give Defense Travel Administration personnel (DTAs) guidance on how to run the DTA help desk for Defense Travel System (DTS) Limited.

In this manual, you will find information and guidance on the hierarchy of the DTS-Limited help desk, help desk functions, recommended DTA help desk management objectives, general problem management and resolution techniques, roles played by all help desk personnel, and traits of effective help desk personnel.

Please note: Throughout this manual we will refer to an entity called "TRW/Gelco". To explain, TRW is the prime contractor with the Government and Gelco is a subcontractor to TRW. Under the contract, while TRW is the prime contractor, Gelco will perform the help desk function by providing help desk support to DTAs.

DTS-LIMITED HELP DESK HIERARCHY

There are three levels or tiers of help desk support: Tier 1 (the user), Tier 2 (the DTA help desk), and Tier 3 (Organizations that will help the DTA help desk with escalated problems). Further details follow.

Tier 1: The User. The user could be a traveler, AO or any other type of user. At this level, users are to utilize tools given to them to help them find their own solution to problems. Given the user-friendliness of systems, together with the increasingly wide range of available help systems, users have a wealth of help sources available to them: training materials received from trainers, computer-based training (CBT), help screens within the DTS-Limited software, and frequently asked questions (FAQs) from the DTS and TRW/Gelco web sites. See Appendix 1 for the generic problem flow chart and Appendix 2 for the Tier 1 general problem flowchart for travelers, AOs, and other users.

Before calling the DTA help desk, users are expected to exhaust all of these help options. If a user cannot independently resolve a problem after exhausting all of the above resources, then the user should contact the DTA help desk.

Tier 2: The DTA Help Desk. The DTA help desk will field problems and questions on topics such as software use, entitlements, travel policy issues, transaction problems, payment problems, contract performance issues, etc. See Appendix 3 for the Tier 2 general problem flowchart for the DTA. The goal is for most problems to be resolved in the user's first phone call to the DTA help desk.

Good training for DTA help desk personnel is essential:

DTA personnel must be trained to identify problems in order for them to be correctly recorded and prioritized. Untrained DTA personnel will not be able to ask the relevant questions and could possibly miss emergencies. DTA personnel must be trained to understand problems. When DTAs fail to understand problems, customers perceive incompetence; customers are much more pleased if immediate help is rendered. DTA personnel must be trained to resolve many problems in just a few minutes. Untrained DTA personnel may fail to recognize problems that can be resolved quickly, thus unreasonably extending the resolution time.

During DTS-Limited training, the trainers will only provide limited information regarding help desk functions. The local level will be responsible for providing help desk training for their personnel. Each organization must decide how to train their personnel for the help desk requirements. The PMO will publish a Course Design Document to assist organizations in planning for the training event. This document will accompany the help desk materials provided in the DTS-Limited software packet.

The DTA is not expected to have the knowledge, capabilities, or resources to troubleshoot problems occurring in the Defense Travel System outside of normal DTS-Limited software and base level operations. If the DTA cannot resolve the problem at the local base level, then the DTA should contact Tier 3 to get assistance in resolving this problem.

Tier 3: Organizations that will help the DTA help desk with escalated problems. When the problem is too complex to be resolved at Tier 2, DTA help desk personnel should contact Tier 3. The main purpose of this level is to provide direct support to the DTA for those questions or problems that cannot be resolved at the Tier 1 or 2 level. Tier 3 personnel have more specialized knowledge (e.g., programmers, installers, software developers). Resolution of problems forwarded to the Tier 3 level may involve multiple technical areas and require cross-functional research (e.g., between Gelco and TRW).

With DTS-Limited, the Tier 3 of help desk support will be TRW/Gelco and the Project Management Office – Defense Travel System (PMO-DTS)/Contracting Officer's Representative (COR). Questions regarding the use of DTS-Limited software and problems with specific transactions and systems operations will be fielded to TRW/Gelco. Contract performance issues will be fielded through the Service or Agency representative to the PMO-DTS/COR. See Appendix 4 for the Tier 3 general problem flowchart.

For maximum efficiency, access to this level is restricted to DTA personnel only. TRW/Gelco will communicate with the DTA, who will in turn communicate with the user. To gain access to the TRW/Gelco help desk, each DTA will have a DTA identification number provided with the DTS-Limited software issue. That number should be limited to only DTA personnel; no user should have nor become familiar with this identification number.

SPECIALIZED DTA HELP DESK FUNCTIONS

The staffing and organization of the DTA help desk is at the discretion of each organization. Many help desks will be too small for specialization to be possible. Where such specialized personnel are not available for specific help desk duties, the help desk staff should maintain contacts with those experts who might lend assistance on an on-call basis.

Many customers will have questions regarding software use. Therefore, it is very important to have personnel who are extremely familiar with the DTS-Limited software.

All help desk personnel should know whom to call at the base level (i.e., not Tier 3) for questions or problems of policy, base-level problems (e.g., local outages), etc. Accordingly, it is extremely important to maintain an updated list of points of contact (POCs) for each camp, post or station.

Staff from the categories listed below might be assigned to the help desk, whether on full-time or part-time assignment. Some agencies may prefer that help desk support be centralized, while others may prefer that personnel from various departments lend help as needed. The latter option, essentially a decentralized help desk, may work particularly well in situations where personnel travel volume is relatively low. In determining whether to plan a centralized or decentralized help desk, Agencies and Services might consider the following factors: (1) percentage of time devoted to help desk work, (2) need to interact with other help desk personnel, (3) access to equipment, (4) distance from non-help desk assignment(s).

Some individuals may perform more than one of the following functions:

- **Help Desk Manager.** A large help desk might require management staff. As head of the help desk, the manager would oversee all aspects of its operation: training, scheduling, evaluating, planning, etc. Management objectives are discussed in a later section.

- **Trainers.** As the local experts on the DTS-Limited software and the various DTS-Limited systems, trainers could assist not only in training but also in developing additional training modules to meet local DTS-Limited needs. They could also respond to concerns about the training programs (together with Service or Agency representatives and the Project Management Office (PMO) training staff). Each organization should develop a list of frequently asked questions (FAQs) to provide a quick reference for all involved DTA members.

- **Information Technology Representatives** may serve as the Information Technology (IT) POCs for the help desk, and will field IT-related questions. They might research and solve (base-level) technical issues, determine which problems are at installation level (as opposed to those traceable to TRW/Gelco), maintain liaison with installation hardware, software, and network personnel, and suggest additional FAQs for the knowledge base.

- **Finance Representatives** may field more specialized financial questions or problems. With their more thorough knowledge of simplified entitlements and lines of accounting, they could assist on financial matters and financial systems pertaining to DTS-Limited.

- **Transportation Personnel** may field non-routine transportation and travel policy issues. With their expertise on modes of travel (and best use of each), including group and individual travel planning; knowledge of Air Mobility Command (AMC) controlled and operated airlift; thorough knowledge of centrally billed accounts (CBA); and familiarity with transportation policy and procedures, they could actively liaison with the CTO, Service or Agency representatives.

DTA HELP DESK MANAGEMENT OBJECTIVES

The following are suggested objectives for managing the Tier 2 help desk.

1. Increase the visibility and prestige of the help desk.

Advertise help desk services and its successes. Help desks function as departments and should be visible in all official publications. Organization charts, policies and procedures manuals should list the help desk. Similarly, the help desk should be visible in organizational publications: public relations brochures, new employee orientation materials, etc.

2. Keep statistics

The following is a list of useful statistics to generate and publish. For each, generate number and percentage of overall for that day. Weekly and/or monthly, statistics can be compared as well.

- **General contact volume**. The number of service requests received (via telephone, email, fax, etc.) is essential to justifying staff (and responding to complaints about delays).

- **Problems by cause.** This allows problem software/hardware to be isolated, focusing attention on underlying causes.

- **Problems resolved immediately.** This statistic is particularly useful for quoting to disgruntled help desk clients. Increasing this percentage is a useful target goal.

- **Resolution times** both overall and by individual codes (e.g., severity, software/hardware system, help desk staff member). This allows the recognition of particularly efficient help desk personnel. It also guides goalsetting and the definition of training requirements.

- **Calls requiring follow-up by Tier 2 personnel.** Reducing this percentage is another important target goal. In most cases, this is best done by offering more training for DTA personnel (or for certain DTA personnel).

- **Calls requiring Tier 3 support.** This statistic has several useful purposes. In cases where Tier 3 support might not have been necessary, training may be scheduled. In cases where serious hardware and/or software problems are common, vendors may be contacted.

- **Calls not resolved satisfactorily.** Sometimes a user will call in the same problem that he had previously reported; in these cases, the problem might not have been fully resolved after the initial call. This may cause the user to complain and be unsatisfied with the help desk support received. Reducing this percentage is a permanent goal. Statistics permit root causes to be determined (e.g., lack of training, lack of clear definition of problem and/or solution) and resolved.

3. Publish clear and specific duties and procedures for personnel.

Unrealistic expectations can lead to frustration as well as confusion. Users must know the services they may expect, and help desk personnel must know the services they should (and should not) provide. Research shows that user satisfaction doubles where roles are made clear. It is recommended that duties and procedures be published on-line so that they may be updated as necessary.

4. Establish priorities for problem resolution.

Chronological order is the simplest method of prioritizing, but severity of problem is usually a better choice. Work stoppage is typically first priority. Determining priorities for problem resolution is totally at the discretion of each organization.

Establish a “no exception” policy for service appointments. Making exceptions is counterproductive, delaying scheduled calls and angering the majority while pleasing a small minority.

5. Maintain currency in hardware and software training.

Effective help desk personnel require regular training, as the field changes so rapidly. Training should also be available for other employees, since this increases organizational efficiency and ensures that help desk time is being used effectively.

GENERAL PROBLEM MANAGEMENT AND RESOLUTION

Central to help desk problem management and resolution is the trouble ticket, which is the form used to log all requests for help desk service. Even questions that can be answered in a few minutes are logged in, since the number of calls handled in a single phone call is an important statistic for the help desk to maintain. The trouble ticket log, held in a database, also serves as a reference tool for help desk staff.

Trouble ticket database. The PMO has developed a trouble ticket database (much like a smaller version of common trouble ticketing software such as Remedy) to track and resolve problems. This database includes all the necessary information to capture problem and resolution data effectively. The database will export trouble tickets in a format that can be accepted directly by TRW/Gelco systems. This database will be distributed as part of the DTS-Limited CD-ROM.

Although the PMO suggests that DTAs use this helpful database, it is not required. An organization may create its own database but it must include certain information:

1. Date and time the call was received
2. Caller identification [perhaps including employee ID, rank, department,…]
3. Phone number and email address of caller
4. Complete and specific description of problem(s) reported
5. Priority status (a code based upon clear written guidelines)
6. Identification of DTA help desk personnel who recorded #1-5
7. Identification of help desk technician responsible for the problem
   (This may be the same person identified in #6)
8. Complete and specific description of the solution, together with any additional necessary details of the problem and the steps toward resolution.

   This is a reference for all help desk personnel; this problem may recur, and your notes will help someone else recognize and solve the problem more quickly.

9. Type of hardware and/or software linked to the problems that were experienced.

   This should be recorded by the resolver, since the real problem may have been unclear in the initial call.

10. Date and time the problem was resolved and the user notified.

TROUBLESHOOTING COMMON HELP DESK PROBLEMS

Common help desk problems include those associated with low customer satisfaction and low help desk morale. In addition, there are ways to anticipate problems before they happen.

Common Help Desk Problems

Low customer satisfaction. Regular customer-service evaluations are effective in pinpointing areas of customer dissatisfaction. The following are common problems and suggested solutions:

Complaint	Solutions
Long response or resolution times	Increase personnel; explain reasons for delays; make certain that problem log is being used as a reference (to decrease resolution time)
Inconsistent response times	Make certain that calls are taken in the order that they are received; give accurate estimates of time required for problem resolution
Rudeness	Listen and empathize; understand client’s position; don’t rush the user; remember basics of courtesy
Scheduled service not delivered	Investigate reasons for delays; update time estimates/promises; communicate delays to users; apologize and promise speedy resolution
Impersonality	Assign a primary contact person for each problem; maintain a friendly tone; empathize
Favoritism in services offered	Clarify roles and procedures to users and staff; emphasize and enforce “no exceptions” policy
Confusing directions	Ascertain user’s level of competence and use appropriate vocabulary; publish FAQs on-line; have printed information (for common problems) available to email or fax
Uninformed responses	Maintain high skills levels with regularized training; encourage staff to seek out training opportunities

Low help desk morale: Help desk personnel have demanding, stressful jobs. Regular evaluations and/or a suggestion box will clarify most problems. The following are common problems and suggested solutions:

Problem	**Solutions**
Users are rude or angry	Sympathize with their problems; acknowledge the inconvenience (without accepting unfair blame); remember that you and the user are combining forces against the problem
User expectations are unrealistic	Publish clear descriptions of the services provided by the help desk, including average response times; know where to refer callers who need help not offered by the help desk
Call volume is too high	Schedule additional user training workshops; automate more services (and enforce this use); increase use of problem log as a reference tool to minimize response time.
Users are higher in rank, therefore intimidating	Remember that you are the experts, not they; remember the division of *technological* power (i.e., you have the advantage)
Problems cannot be fixed (software bugs, equipment that cannot be replaced…)	Confer with TRW/Gelco about software bugs; investigate ways to borrow equipment not currently in use; find alternatives
Users are hostile to technology	Increase training programs; confer with supervisors to mandate training; be firm about use of automated help
Insufficient training on new hardware/software	Seek out training opportunities, including those on-line; call TRW/Gelco and request additional information/training
DTA personnel incorrectly describe problems	Require training for DTA personnel

Ways to Anticipate Problems

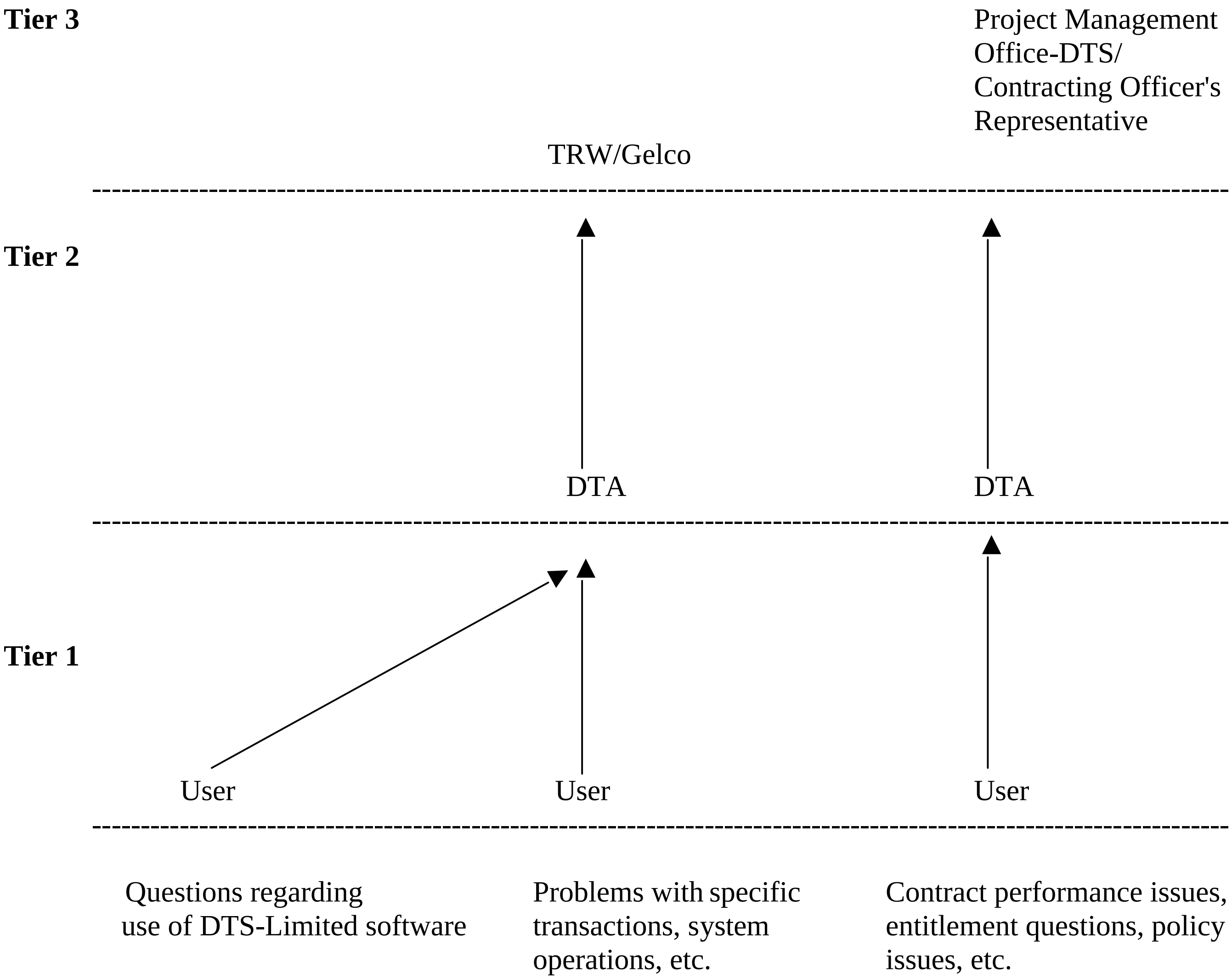
Avoiding problems before they happen is virtually always preferable to solving them later. Two ways to anticipate problems are listed below:

Review the problem log regularly. Chart patterns that indicate deficiencies in user training, software development, or hardware quality. Are problems more frequent with certain types of hardware? hardware configurations? setup options? system software? other software?

Review evaluations by users and help desk personnel. Know which problems keep recurring and take steps to prevent them. Are problems more frequent with certain staff members? certain users? Are problems mentioned in other evaluations still unresolved?

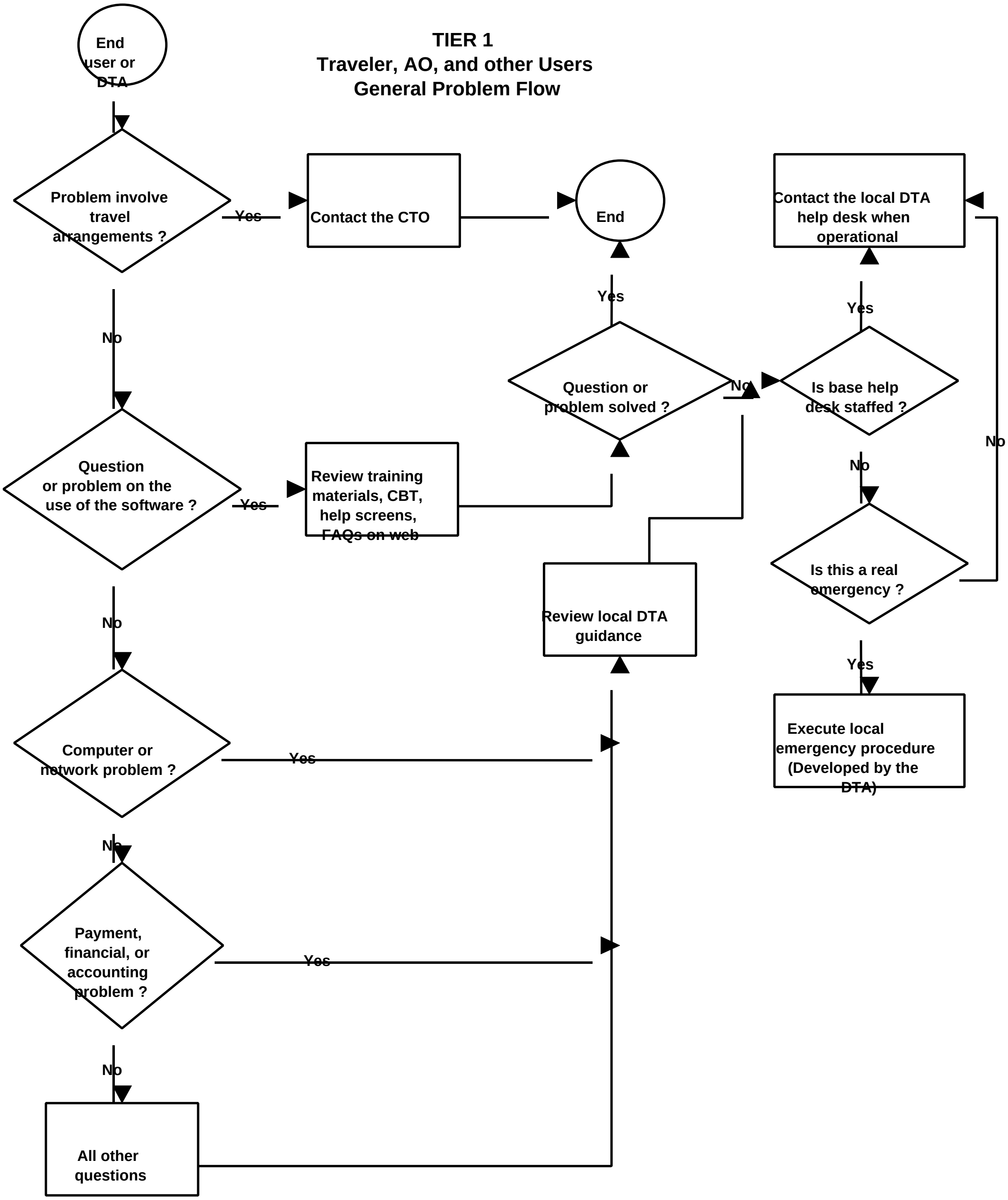
Appendix 1

Flow Chart - DTS-Limited Help Desk


Tier 3
Project Management Office-DTS/ Contracting Officer's Representative
TRW/Gelco
Tier 2
DTA
DTA
Tier 1
User
User
User
Questions regarding use of DTS-Limited software
Problems with specific transactions, system operations, etc.
Contract performance issues, entitlement questions, policy issues, etc.

Appendix 2

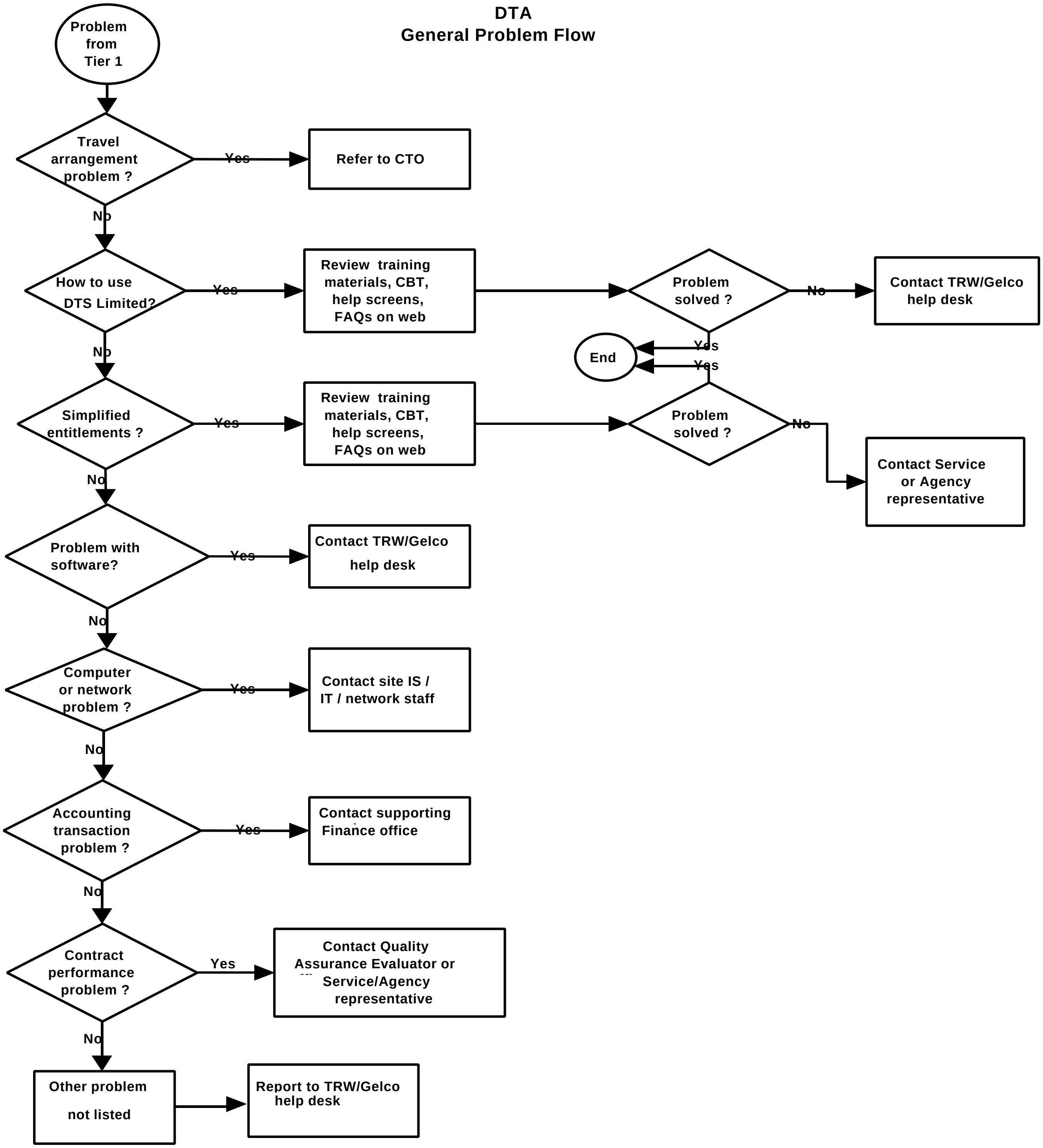
TIER 1
Traveler, AO, and other Users General Problem Flow


End user or DTA
Problem involve travel arrangements ?
Yes
Contact the CTO
End
Contact the local DTA help desk when operational
No
Yes
Yes
Question or problem solved ?
No
Is base help desk staffed ?
No
No
Question or problem on the use of the software ?
Yes
Review training materials, CBT, help screens, FAQs on web
Is this a real emergency ?
No
Review local DTA guidance
Yes
Execute local emergency procedure (Developed by the DTA)
Computer or network problem ?
Yes
No
Payment, financial, or accounting problem ?
Yes
No
All other questions

NOTE: **Each DTA is responsible for developing local policies and procedures for use at the Tier 1 level. The general logic flow is an example of how local procedures could be setup.**

Appendix 3

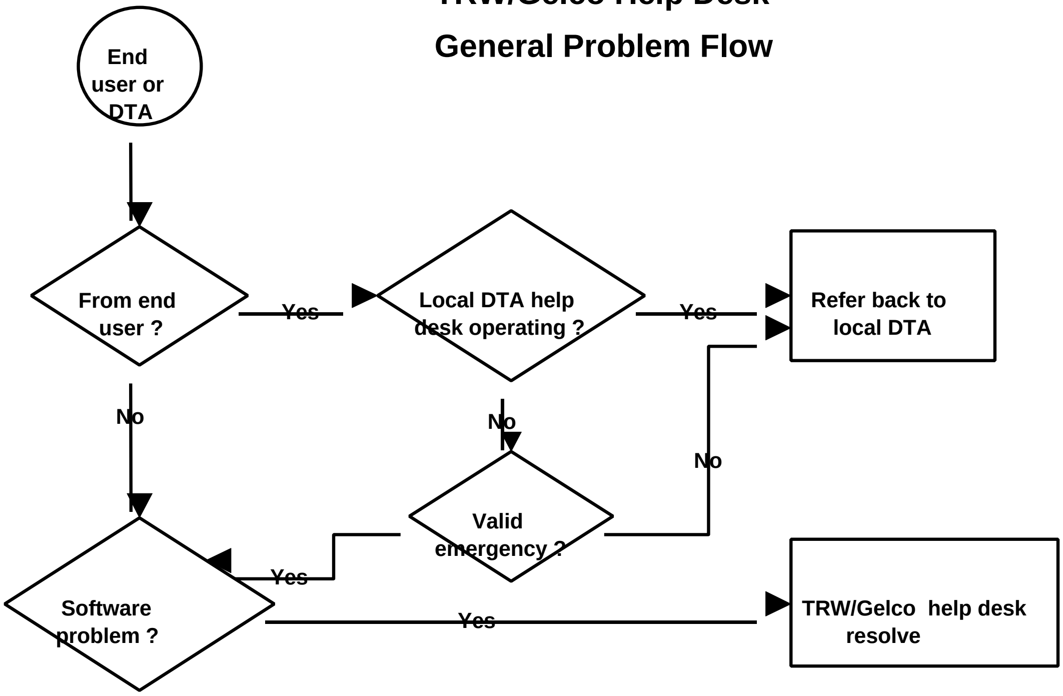
TIER 2
DTA
General Problem Flow



Problem from Tier 1
Travel arrangement problem ?
Yes
Refer to CTO
No
How to use DTS Limited?
Yes
Review training materials, CBT, help screens, FAQs on web
Problem solved ?
No
Contact TRW/Gelco help desk
Yes
End
Yes
No
Simplified entitlements ?
Yes
Review training materials, CBT, help screens, FAQs on web
Problem solved ?
No
Contact Service or Agency representative
No
Problem with software?
Yes
Contact TRW/Gelco help desk
No
Computer or network problem ?
Yes
Contact site IS / IT / network staff
No
Accounting transaction problem ?
Yes
Contact supporting Finance office
No
Contract performance problem ?
Yes
Contact Quality Assurance Evaluator or Service/Agency representative
No
Other problem not listed
Report to TRW/Gelco help desk

Appendix 4

TIER 3
TRW/Gelco Help Desk
General Problem Flow


End user or DTA
From end user ?
Yes
Local DTA help desk operating ?
Yes
Refer back to local DTA
No
No
No
Valid emergency ?
Yes
Software problem ?
Yes
TRW/Gelco help desk resolve

Tier 3 activities will:

- Assign trouble ticket numbers
- Keep DTAs apprised of status
- Advise DTAs when problems are resolved
- Input problems & resolutions into a shared knowledge database
- Report system metrics to the PMO to aid in continuous process improvement

Appendix 5

Roles Played By All Help Desk Personnel

In order to do their job, DTA help desk personnel may need to play a variety of roles including Technology Specialist, Technology Promoter, Problem Recorder, Problem Preventer, Detective, Time Analyst, Mission Supporter, and Change Agent.

Technology Specialist. Learning as much as possible about both software and hardware is essential to the job and should be regularly scheduled. Helping users involves understanding both the possibilities and the limitations of the technology.

Technology Promoter. Encouraging users to increase their technological skills allows everyone to work more effectively. Walk users through the steps needed to resolve problems, and recommend training where appropriate. Do not permit users to bypass existing automated help sites—not even "just this once"--as this is ultimately counterproductive.

Talking to a human is the preference of many, if not most, users who experience problems, but this puts undue strain on the system. Giving personal help where automated help exists discourages technological competency. Educating users to help themselves ultimately increases user satisfaction because problems decrease and the potential for self-help increases.

Even minor changes in software or hardware can spark resistance in some, uncertainty in others (i.e., the need to ask seemingly obvious questions), so help desk support for the changes is crucial. Encouraging users to distrust the technology (e.g., by criticizing the software) decreases motivation to learn it**.**

Problem Recorder. The problem log is essential to the help desk, but it can only work if both problems and solutions are completely described. This is also the most effective way for a help desk to document its workload, so even a basic "How do I turn my computer on?" merits a log-in.

Giving complete information on problems and solutions creates a reference for all help desk personnel, reducing research time for everyone (particularly for new staff). This information also validates the effectiveness of the help desk (e.g., providing statistics on how many calls were resolved in a given time frame).

Problem Preventer. Understanding cause as well as solution, particularly for recurring problems, ultimately decreases the number of problems reported because the root cause(s) can be eliminated. Patterns in the problem log are an excellent source of this information. Solving the same problem again and again not only wastes time; it increases user frustration because the technology is perceived as undependable.

Detective. Because users will not always know which information is important and/or may unintentionally misdescribe a situation, clues may be difficult to find. Also, the problem being discussed may be only a symptom of a larger problem (e.g., a virus), so careful questioning and creative thinking are required.

Symptoms can be misleading. A good detective solves the underlying problem *and* cures the symptom.

Time Analyst. Estimating and communicating *precise* timetables for resolving problems (i.e., “one hour,” not “a few minutes” or “later”) can be difficult, but it is always worthwhile. Maximum time estimates are safest. Where timetables cannot be given immediately, give a timetable for calling back with more precise information.

When users understand the time needed to resolve their problems, they do not waste help desk time with repeat phonecalls to check on progress. They are grateful rather than angry when resolution takes place in the estimated time.

Mission Supporter. Supporting the mission of the help desk, including all procedures and initiatives, is crucial. Consider how the help desk and the organization are best supported.

Encouraging support and respect for help desk procedures ultimately encourages support and respect for help desk personnel—including you.

Following scripts (i.e., responding to calls in a defined manner) increases user perceptions of professionalism. (See Appendix 6: Traits of Effective Help Desk Staff.)

Change Agent. As one of the organization's foremost technology representatives, the help desk is particularly well situated to evaluate and guide the purchase, adaptation, and usage of new technologies (e.g., recommending changes to the DTS-Limited software). Its knowledge of the organization's technological needs and capabilities should make it a leader in change management. Since not all staff and management will immediately recognize this, proactive preparations may be required (e.g., publishing purchase recommendations, trend analyses, staff training flyers, etc.). Recommended changes should be forwarded to their Service/Agency DTS-Limited coordination office.

Appendix 6

Traits of Effective Help Desk Staff

Traits of effective help desk staff include courtesy and calmness, sensitivity, firmness, effective listening, precision in communication, initiative, enthusiasm, team spirit, and thoroughness.

Courtesy and calmness. Help desk work can be stressful, so a calm temperament is a great advantage.

- ***Emotions can run high.*** Users call the help desk after encountering problems, so they will be frustrated, perhaps even angry. The ability to calm and encourage prevents internalizing users' stress. It helps to remember that the user's anger is really directed at the problem, not at the help desk. Returning negative feelings escalates them, while projecting calmness facilitates the exchange of information.

- ***Efficiency does not mean hurry.*** Taking the time for a pre-planned greeting and closing increases user perceptions of professionalism. This small investment of time pays off.

  ***Possible Greeting Script*:** " Help desk; this is Mary. How may I help you?"

  ***Possible Closing Scripts*:** "Have we taken care of everything? Great. Call back any time you need help." *or* "Your case number is #123, and a technician will call you back within the hour. Can I help you with anything else at this time? Wonderful. Thank you for calling the help desk."

Sensitivity. Understanding and acknowledging the caller's perspective and abilities enhances fact-gathering as well as working relationships.

- ***Empathy improves the interaction.*** This can be as simple as "Gee, you're having a rough morning. Let me take care of that." When callers understand that their problems are appreciated, they rarely sustain anger. This also minimizes stress, since understanding the real source of the caller's anger or frustration (i.e., not you) works against internalizing negative emotions. Telling users that "A lot of people have had this problem" not only reassures them that they are not alone—it minimizes any sense of guilt or feeling of stupidity, thus reducing the negativity typically redirected at help desk staff.

- ***Levels of competence differ.*** Sensitivity to what the caller does and does not know is essential. The ability to adjust vocabulary (and resist the temptation to condescend) is essential. Callers are not always aware of their own abilities—or limitations. Help directions cannot be followed if they are given in a language foreign to the user. "I understand" may be inaccurate, however unintentional, so subtle checking on the user's understanding is very helpful.

- ***Users have different needs and different styles.*** Many appreciate a sense of humor, which is a good talent to cultivate. Others respond better to matter-of-factness.

Firmness. No one wants to hear that a problem cannot be solved immediately, but often this information must be communicated. The ability to be kind but firm is essential here.

- ***Procedures for call-handling***. Though each user will seek priority status, procedures for call-handling ultimately benefit everyone. Giving in to "This will just take a minute" or "While you're already here..." ultimately angers the majority, since problems often take longer to resolve than users anticipate, delaying scheduled calls.

- ***Unpleasant information.*** Where unpleasant information must be communicated (e.g., that equipment is not immediately available, that the software has a bug), the inclination to minimize or sugarcoat must be resisted. Saying “I’ll try to have it this afternoon” is tempting, but users are more frustrated by unkept promises than by truthfulness.

Effective listening. Problems and priorities must be understood for resolution to be possible.

- A problem that ***“sounds familiar”*** may, in fact, be something entirely different. Avoid the temptation to cut the caller off (or stop listening) too soon.

- Certain users have well-deserved ***reputations*** for being chronic complainers, technologically inept, etc., but their calls must be taken seriously. *This* problem might be a real one.

- Callers will not know that their problems are being heard if they don’t receive ***feedback***. Even the occasional “okay” offers reassurance. Asking questions is also important—particularly questions that indicate whether the caller understands what is being communicated. Such ***active listening*** improves communication.

- Listen for ***what is missing***. Users may have additional information they don’t realize is important.

Precision in communication. Excellent oral and written communication skills are important.

- Users must be able to understand the ***nature of the problem*** and the time needed to resolve it. This requires clear and precise language that the user can understand. Not all users are techno-literate.

- In many cases, ***open-ended questions*** are most helpful because they invite the essential detail. “Describe the problem” is usually more effective than “Can you boot?” Closed-ended questions should be used only when detail is not needed.

- ***Problem and solution*** must be clearly ***written*** in the problem log so that other personnel can benefit.

Initiative. Problem-solving is a creative occupation. Solutions must be investigated, and ways to prevent problems must be analyzed.

- ***Effective personnel are not to be bound by job description***. "That's someone else's job" *or* "We don't do things that way" is rarely helpful, though similar sentiments occasionally must be communicated. More effective (and friendly) communications would be "Let me walk you through the automated system this time, so you can take care of this much faster next time," *or* "Sarah is the real expert on that problem. Could I transfer you? If you're still having trouble, you can reach me here."

- ***One help desk person should "own" each problem*** so that no user risks becoming lost in the system.

Enthusiasm. Genuine enthusiasm for both technologies and the help desk mission are essential. Both the technology and the help desk supporting it must be marketed.

- ***Knowing the accomplishments*** of the help desk is very useful. User's complaints are quickly defused when solid data are combined with empathy: "I'm so sorry you had a bad experience. Actually 85% of our calls are resolved the same day, and 75% are resolved in one phone call." When users appreciate the overall effectiveness of the help desk, they behave more positively.

Team spirit. Supporting the team ultimately supports the individual. Willingness to help other help desk personnel will increase effectiveness and efficiency for everyone.

- ***Sharing knowledge*** is essential. If three people each spend two hours solving the same problem, the help desk loses four available hours, losing time for everyone involved.

Thoroughness. Once the commitment has been made to a user's problem, the responsibility cannot be passed on. A user who is transferred endlessly will be frustrated and unproductive—and will probably complain. Making certain that the issue has been resolved improves relationships between help desk and users. This does not mean that the problem cannot be referred to an expert, since this is sometimes necessary--only that the resolver of record should make certain that the user's problem is really resolved.

- ***Taking responsibility*** for a call involves making certain that the problem has been resolved within the promised timeframe—or explaining unforeseen delays to the user and expediting the follow-up.

- ***Keeping promises*** is a part of this. Even if a solution has not yet been found**,** users should be contacted within the promised time period.